

Meeting Date	11 April 2023	Agenda Item	2.1
Report Title	Our Big Conversation 2022-23 - Phase One & Two Findings		
Report Author	Julie Lloyd, Big Conversation & OD Culture Lead		
Report Sponsor	Mark Hackett, Chief Executive Officer Debbie Eyitayo, Director of Workforce and OD		
Presented by	Mark Hackett, CEO / Julie Lloyd, Big Conversation & OD Culture Lead		
Freedom of Information	Open		
Purpose of the Report	To provide assurance on progress of the Organisational Culture Programme and the priority area of focus for 2022/23; <i>Our Big Conversation</i> staff engagement programme.		
Key Issues	<p><i>Our Big Conversation</i> staff engagement programme has been developed as a vehicle to inform and shape the ‘Swansea Bay Way’ culture – a values driven, quality focused organisation. This is central to the Board commitment to improve quality. The approach enables the engagement programme to act as a cultural audit tool as a by-product.</p> <p>It is a continuation of the work undertaken to transform the Health Board’s culture, with a drive to move the organisation’s our values from words on a page to something that is a lived experience for all regardless of position where you sit within the organisation.</p> <p><i>Our Big Conversation</i> launched on 31st October 2022 and was rolled out the length and breadth of the Health Board. It involved all staff groups, students, bank staff and volunteers, and included people working in a wide and diverse range of roles.</p> <p>The programme involves 3 overarching phases:</p> <ol style="list-style-type: none"> 1. Identifying the current perception of staff and stakeholders of where we are, what we want the future to look like, how we want to work around here and what we stand for 		

	<p>2. Engagement on the potential and broad vision for a quality driven organisation and how we get there</p> <p>3. Setting a compelling vision for our organisation</p> <p>It should be noted that the initial phases of this engagement programme were delivered during the period of October 2022 to February 2023, led by the CEO and Health Board Executives, supported by colleagues in Workforce & OD.</p> <p>The climate across the organisation was particularly challenging due to winter pressures, on-going COVID and other infections prevalent on sites and in the community, industrial strike action and a large-scale organisational change programme (AMSR) impacting those key hospital sites and the staff involved. In spite of these challenges, a total of 1,274 staff, students and volunteers took part in phase 1 and 2 of the programme through a variety of digital and face to face engagement opportunities.</p> <p>The CEO presented on how to turn the vision in to a reality' at the March Health Board (enc 1). This will be used as a guide to developing the vision in April 2023. Members of WOD are asked to comment on these areas and outline any areas of omission or further priority at the WOD Committee.</p>			
<p>Specific Action Required <i>(please choose one only)</i></p>	<p>Information</p>	<p>Discussion</p>	<p>Assurance</p>	<p>Approval</p>
<p>Recommendations</p>	<p>Members are asked to:</p> <ul style="list-style-type: none"> Note and take assurance of the continued progress made towards our organisational culture programme; <i>Our Big Conversation</i>, its findings and resulting actions and next steps to inform and shape the Swansea Bay Way. 			
	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>

OUR BIG CONVERSATION 2022-23 - PHASE ONE & TWO FINDINGS

1. Introduction

This paper aims to provide assurance and update on the findings from phases one and two of our Organisational Culture Programme and the priority area of focus for 2022/23; *Our Big Conversation* staff engagement programme.

The Board will recall that as part of the culture programme in 2021/22, it was agreed that we would undertake a culture audit to determine staff and stakeholder perception of the Health Board and how it was living up to its values.

Our Big Conversation staff and stakeholder engagement programme has been developed as a vehicle to inform and shape the 'Swansea Bay Way' culture – a values driven, quality focused organisation. This is central to the Board commitment to improve quality. The approach enables the engagement programme to act as a cultural audit tool as a by-product.

This is a continuation of the work undertaken to transform the Health Board's culture, with a drive to move the organisation's values from words on a page to something that is a lived experience for all regardless of position within the organisation. It is designed to set out what we "stand for" as an organisation.

The goal being that as part of our Quality Management System, we create a vision and strategy for quality-focused, learning organisation in which the voices of staff, patients and stakeholders, and listening are its heart. Through meaningful and inclusive conversations, underpinned by our values, we have aimed to engage and actively listen to staff and stakeholders and use feedback to:

1. support staff empowerment
2. create accountability and responsibility
3. use the data to inform decision making
4. develop a more clinically-led organisation
5. set out the hallmarks of quality for our services and the mechanisms of these, and to continuously improve our services.

Our Big Conversation involves 3 overarching phases:

1. Identifying the current perception of staff and stakeholders of where we are, what we want the future to look like, how we want to work around here and what we stand for
2. Engagement on the potential and broad vision for a quality driven organisation and how we get there
3. Setting a compelling vision for our organisation

This paper will focus on phase one and two of the programme, what has been delivered so far and the findings.

2. Progress to Date

Phases one and two of *Our Big Conversation* launched on 31st October 2022 and was rolled out the length and breadth of the health board. It involved all staff groups, students, bank staff and volunteers, and included people working in a wide and diverse range of roles. In addition to our Programme of staff engagement, a programme of stakeholder engagement has been facilitated by our Assistant Director of Insight, Communication and Engagement (DICE) and led by the CEO.

It should be noted that the initial phases of this engagement programme were delivered during the period of October 2022 to February 2023, led by the CEO and Health Board Executives, supported by colleagues in Workforce & OD. The climate across the organisation was particularly challenging due to winter pressures, on-going COVID and other infections prevalent on sites and in the community, industrial strike action and a large-scale organisational change programme (AMSR) impacting those key hospital sites and the staff involved. In spite of these challenges, a total of **1,274** staff, students and volunteers took part in phases one and two of the programme through a variety of digital and face to face engagement opportunities.

2.1 What has been delivered to date?

Action	Outcomes
Comprehensive communications and promotional plan	Commenced 31 st October 2022. Over 13,000 on-line/digital promotions via e-mail, local networks, bulletins, the intranet and weekly staff briefings. Over 400 face to face promotions across main hospital site.
Pulse Survey designed and developed in partnership with the Patient Feedback Team, using the Civica platform as a pilot. The survey aimed to support widen engagement and accessibility to all staff, students and volunteers.	7 th November to 12 th December 2022 and 6 th February 2023 to 6 th March 2023 (9 weeks total). 587 Pulse Surveys have been completed. 94 completed stakeholder survey (as at 30 th January 2023) and associated analysis.
Face to face and virtual Focus Groups	Phase 1 - w/c 28 th November to w/c 19 th December 2022. Phase 2 – w/c 30 th January to w/c 27 th February 2023. 687 attended across a total of 32 face to face and virtual Focus Group sessions, including random sample Focus Groups, Targeted Focus Groups, Open Focus Groups and Walk-in Galleries.

Thematic data analysis and reporting	Overall approx. 42 hours' worth of Focus Groups data, e-mails and pulse survey open comments - 126 pages and a word count of 68,184 to analyse.
Turning Vision in to a reality Health Board Presentation	A summary of next steps against the key characteristics of a high quality organisation were set out by the CEO at March Health Board to guide further development of the vision. These will be tested at a Health Board Development session in April 2023.

3. Actions & Next Steps

The *Our Big Conversation 2022-23 - Phase 1 & 2 Findings Report* is included in appendix 1 and outlines identified strengths and 4 key areas for action and improvement based on what staff, students, volunteers, students and stakeholders told us. These include; Culture & Behaviours, Quality & Improvement, Patient & Service User Experience and Leadership & Management.

Following presenting to Health Board Partnership Forum during February 2023, it was agreed that a collective of key staff representatives, wellbeing champions and management colleagues led by CEO, Mark Hackett, would convene to work in partnership to develop the practical vision, based on the 4 areas for improvement from *Our Big Conversation* for a new compact or 'People Promise' with staff. The meeting was held on 10th March 2023.

An initial draft of the document will be made available for consultation by the end of April 2023. It is proposed there is then a 6-week Health Board wide engagement ahead of final sign off and delivery of actions to ensure we have heard the voices of our staff, students, volunteers and stakeholders and to gain collective ownership.

This document will set out what the characteristics of a high quality organisation are; our vision and culture, and a development timescale over 3 years to set out how we will turn the vision in to a reality.

Key concerns and improvements identified during phase 1 and 2 that were specific to local areas and departments were noted during the Focus Groups by the CEO for direct action to be taken. Hotspot areas identified from the anonymous data are also planned to be extracted for reporting to Service Groups and Corporate Directorates, in order to inform local actions for improvement.

4. Considerations and Risks

- Timing and timelines for the programme have impacted on the notice period, particularly to enable clinical staff to attend the focus group elements of initial phases of the programme (e.g. 6 weeks for clinical staff) – the pulse survey and existing forums were used to mitigate and reduce capacity and release issues.
- A comprehensive communication and engagement programme will need to be implemented for phase 3, to reach the gaps of staff and stakeholders that did not engage in the initial phases of the programme.
- The final version of the report and vision needs translating to Welsh before publishing widely.
- Timing - The organisation continues to progress through considerable change, service redesign and strike action. However, *Our Big Conversation* will continue to be an opportunity to support this transformation and staff's wellbeing so in itself is the mitigation.
- OD resource to support both data analysis and facilitating the consultation of Our Big Conversation – there could be an opportunity cost and other aspects of OD that can't deliver as a result.

5. Recommendation

Members are asked to:

- Note and take assurance of the continued progress made towards our organisational culture programme; *Our Big Conversation*, its findings and resulting actions and next steps to inform and shape the Swansea Bay Way.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The Big Conversation proposal will have positive impacts on quality, safety and patient experience through improving staff experience.		
Financial Implications		
OD resource to facilitate the conversations and support the Executive Team to facilitate the conversations – there could be an opportunity cost / other aspects that OD can't deliver as a result.		
Legal Implications (including equality and diversity assessment)		
This proposal will support us in meeting the General Duty of the Equality Act and Welsh Specific Equality Duties.		
Staffing Implications		
Staff release to be part of the Big Conversation through focus groups, completing pulse survey. Executive Team to facilitate the conversations and play back feedback from staff.		
Report History	Workforce Delivery Group – August 2022 Verbal update to W&OD Committee – August 2022 Executive Team – August 2022 Links to : Quality Improvement Proposal Paper – Executive Team & Management Board – July 2022 Draft proposal -The big conversation at Swansea Bay University Health Board – Management Board – September 2022	

	<p>Verbal up-date to Workforce & OD Committee – LOV Awards, Big Conversation & Engagement – October 2022</p> <p>Verbal up-date to HBPF - The Big Conversation and Staff Engagement in SBUHB – October 2022</p> <p>Verbal Up-date to Management Board – Our Big Conversation – Up-date on Next Steps – November 2022</p> <p>Brief up-date on organisational culture programme, including Our Big Conversation, Workforce & OD Committee – 13th December 2022</p> <p>Verbal up-date to Workforce Development Group – January 2023</p> <p>Update on Our Big Conversation Phase One, Workforce & OD Committee – February 2023</p> <p>Update on Our Big Conversation Phase One, HBPF – February 2023</p> <p>Our Big Conversation Phase 1 & 2 Findings, Management Board – 22nd March 2023</p> <p>Phase one findings of ‘Our Big Conversation’, Health Board – 30th March 2023</p>
Appendices	<p>Appendix 1</p> <p>Appendix 2 – Presentation</p>